Examiner
Application

ethics

excellence

Baldrige National Quality Program

National Institute of Standards and Technology • Department of Commerce

November 2008

The Baldrige National Quality Program is seeking applicants for its Board of Examiners. The Board of Examiners supports and evaluates the performance improvement of all types of organizations from businesses to schools and hospitals to nonprofit organizations, including government agencies.

In support of the Baldrige National Quality Program, experts from around the United States give their time generously and enthusiastically as members of the Board of Examiners. Examiners make major contributions, both to the national effort to recognize and promote performance excellence, and to their employing organizations that support their participation. Examiners evaluate organizations that are competing to serve as role models for the United States by applying for the Malcolm Baldrige National Quality Award.

The Program accepts Award applications from manufacturing, service, small business, health care, education, and nonprofit organizations. Coverage and balance within these sectors are important factors in selecting Examiners. We seek to ensure broad representation from many industries, companies, and organizations, including those from for-profit, nonprofit, and public sectors. We are particularly interested in attracting physicians, dentists, and senior management applicants, tenured professors in higher education, and teachers, principals, and superintendents in K-12 education. In addition, the Baldrige Program is seeking applicants with expertise in finance, nonprofit organizations (including charities and municipal governments), and the insurance, hotel and hospitality industries.

Prospective board members (including those who previously have served on the board) must apply each year. To fulfill one of the basic aims of the Baldrige National Quality Program–expanding the United States' base of knowledgeable, trained Examiners–a portion of the board always is reserved for new Examiners.

If you believe you are qualified, are willing to make a significant commitment of time and energy, want to provide service to improve our country's institutions, and want to benefit from the networking and educational experience of being an Examiner, we encourage you to apply to serve on the 2009 Board of Examiners.

Sincerely,

Harry S. Hertz
Director, Baldrige National Quality Program

~ Informational Purposes Only: All Examiner Applications and recommendations must be completed and submitted online. ~

Contents
2008/2009

2008 Baldrige National Quality Program Criteria for Performance Excellence

Criteria for Performance Excellence	Education Criteria for Performance Excellence	Health Care Criteria for Performance Excellence
1. Leadership	1. Leadership	1. Leadership
2. Strategic Planning	2. Strategic Planning	2. Strategic Planning
3. Customer and Market Focus	3. Student, Stakeholder, and Market Focus	3. Focus on Patients, Other Customers, and Markets
4. Measurement, Analysis, and Knowledge Management	4. Measurement, Analysis, and Knowledge Management	4. Measurement, Analysis, and Knowledge Management
5. Workforce Focus	5. Workforce Focus	5. Workforce Focus
6. Process Management	6. Process Management	6. Process Management
7. Results	7. Results	7. Results

Baldrige National Quality Program—General Information   2008/2009

(It is recommended that you read the entire contents of this package before completing the application.)

Malcolm Baldrige National Quality Award

The Malcolm Baldrige National Quality Award (MBNQA), created by public law in 1987, is the highest level of national recognition for performance excellence that a U.S. organization can receive.

The Award was established to promote the awareness of performance excellence as an increasingly important element in competitiveness. Not only does the Award recognize excellent organizations, it also aims to increase the understanding of the requirements for performance excellence. To accomplish this, the Award promotes information sharing on successful performance strategies and the benefits derived from implementation of these strategies.

The Department of Commerce is responsible for the Baldrige National Quality Program (BNQP) and the Award. The National Institute of Standards and Technology (NIST), an agency of the department, manages the Baldrige Program.

Award Eligibility

Any organization headquartered in the United States or its territories, including U.S. subunits of foreign companies, may apply for the Award in the following categories:

- *Manufacturing*

- *Service*

- *Small business*

- *Nonprofit* (charities, trade and professional associations, and government agencies)

- *For-profit and nonprofit education* (elementary and secondary schools and school districts; colleges, university systems, and schools or colleges within universities; professional schools; and technical schools)

- *For-profit and nonprofit health care* (hospitals, health maintenance organizations, long-term care facilities, health care practitioner offices, home health agencies, and dialysis and ambulatory surgery centers)

Criteria for Performance Excellence

The Criteria for Performance Excellence fall into seven Categories. The terms used to describe these Categories differ slightly among the three Criteria to better reflect the business/nonprofit, education, and health care environments, respectively. Award applicants must address a set of examination Items within each of these Categories. Heavy emphasis is placed on organizational performance and improvement demonstrated through quantitative data furnished by applicants. To identify the specific set of Categories for all three Criteria, please refer to the sector-specific lists following the Table of Contents.

Award Examination Process

Each written Award application is evaluated by members of the Board of Examiners. High-scoring applicants are selected for site visits. A Panel of Judges recommends Award recipients to the Secretary of Commerce from among the site-visited applicants. All Award applicants receive a written feedback summary of their strengths and opportunities for improvement.

Confidentiality

All Award and Examiner applications are confidential. Information on the successful strategies of Award recipients is released only after approval is received from the recipients.

Address and Information Requests

Baldrige National Quality Program
National Institute of Standards and Technology
Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020
Telephone: (301) 975-2036; Fax: (301) 948-3716
E-mail: nqp@nist.gov
Web site: www.baldrige.nist.gov

Board of Examiners—General Information   2009

Background

The Board of Examiners comprises leading U.S. business, nonprofit, health care, and education experts selected from industry; professional and trade organizations; government agencies; other nonprofit groups; and the ranks of the retired. Examiners must take part in a comprehensive preparation course covering the Criteria for Performance Excellence, the scoring system, and the evaluation process.

Time Commitment: Those selected to be Examiners must have time available during the period of April to December 2009. They will prepare for and attend the preparation course in Maryland in May and conduct reviews during the period from June to October.

The schedule for the Examiner application process is:
1. Application submitted online on or before **2:00 PM EST, January 6, 2009**
2. Notification letters sent via overnight mail or electronically by **March 25, 2009**

Examiner Application Process

Each fall, applications are solicited from individuals to serve as Examiners for the following year. Examiners who served on the board in previous years are required to reapply if they wish to serve again in 2009. Each year, a number of the Examiners are replaced to provide opportunities for participation by others. Due to the large number of applications, highly qualified applicants may not be selected in a given year in order to balance the board with Examiners from different sectors and/or with different work experiences. Thus, past applicants who have not been selected are encouraged to apply again.

Appointments

Examiners are appointed by the Director of NIST to serve for one Award cycle. Appointments are subject to the Conditions of Involvement described on pages 4 and 5, and the Code of Ethical Conduct provided on pages 6 and 7.

Notification Process

Notification letters will be sent to all Examiner candidates by overnight mail or electronically by March 25, 2009, indicating their selection status. Selected Examiners must return the confirmation notices immediately upon receipt. Detailed instructions for the return process will be included.

Training

Training for those selected to be Examiners will be held in Gaithersburg, Maryland. The Examiner Preparation Course schedule is listed on page 20. Candidates will be able to indicate their preferred dates when they are notified of their selection.

Selection Process

The Baldrige National Quality Program seeks to constitute a board of experts capable of evaluating organizations eligible for the Malcolm Baldrige National Quality Award and willing to serve as representatives of the Program. Sector coverage and balance are important selection considerations. Board members are selected on the basis of their personal qualifications and are not considered representatives of their employers or any other organization. Efforts are made to ensure broad representation and to minimize disproportionate involvement from one industry, sector, or single organization.

Selection Factors for the MBNQA Board of Examiners

Applications for the Board of Examiners are evaluated on the basis of the following:

(1) **Criteria Category Expertise**—the extent of an applicant's experience in the seven Criteria Categories. Current or previous positions may demonstrate expertise in several Categories. For example, employment history may demonstrate supervision of a large enough number of people to understand Workforce Focus (all sectors, Category 5); significant production leadership experience that enables an understanding of Process Management (all sectors, Category 6); or marketing expertise that facilitates an understanding of Customer and Market Focus (Business/Nonprofit, Category 3), Focus on Patients, other Customers, and Markets (Health Care, Category 3), or Student, Stakeholder, and Market Focus (Education, Category 3).

(2) **Breadth and Depth of Experience**—the extent to which an applicant has in-depth experience in several industrial or service sectors or health care, educational, or nonprofit settings. (See the North American Industrial Classification System [NAICS] Codes on the next-to-last page of this document.) Given the conflict-of-interest restrictions in assigning Examiners to evaluate applications, the Award Program must give preference to candidates with in-depth knowledge of more than one industry.

(3) **Specialized Expertise**—the knowledge or skill in an area of high need for the Program, such as experience in health care, higher education, food service, restaurant management, food manufacturing, lodging and accommodations, finance and insurance, and automotive manufacturing. Senior managers, nonprofit leaders, physicians, and small business leaders are also needed. Your expertise may be demonstrated through formal studies and/or accomplishments, which may include relevant job experience, papers or articles written, research conducted, and degrees or certificates earned.

(4) **Examiner Skills, Knowledge, and Abilities**—the knowledge, skills, and abilities that have proven useful to Examiners. These include the following: knowledge of strategic planning, customer service, human resources, and process management; skills in the use of statistical methods and evaluating financial results; analytical ability (particularly as it applies to evaluating an organization); the ability to communicate both orally and in writing; interpersonal skills that enable Examiners to serve as effective team members; and skills in using technology tools and resources to manage and communicate professional information (including Microsoft Word, e-mail, and the Internet).

Board of Examiners—Conditions of Involvement   2009

Duties of Examiners

Examiners review, write an analysis of, and score written applications and prepare final scorebooks that are the foundation for written feedback reports to applicants. They also participate in a Consensus Review process and may participate in a site visit. In addition to their application review responsibilities, Board members contribute significantly to the Baldrige National Quality Program through outreach and educational activities by serving as representatives for the Program.

Number to Be Selected

Approximately 560 Examiners will be selected to serve for the 2009 Award cycle.

Examiner Eligibility

Examiners must be citizens or permanent residents of the United States with their primary residence in the United States or its territories. No applicant shall be denied consideration or appointment as an Examiner on the grounds of race, creed, color, national origin, age, sex, or disability.

Terms and Conditions of Appointment

(1) **Completion of Application**

Prospective board members must provide two recommendations along with the 2009 Examiner Application, which must be electronically submitted no later than 2:00 PM EST, January 6, 2009. Recommendation letters must accompany the Examiner Application. Applicants who have previously served on the Board of Examiners do not need to submit recommendations.

Applicants will be sent letters electronically or via overnight mail informing them of their status in the Program on March 25, 2009. If a candidate finds, after submitting an application, that he/she would be unable to accept an appointment if offered, he/she should immediately withdraw the application by notifying the Baldrige National Quality Program Office at (877) 237-9064.

(2) **Code of Ethical Conduct**

Board members are expected to carry out their duties and responsibilities in the Award Program in accordance with the Code of Ethical Conduct. (See page 6.)

(3) **Disclosure of Conflicts of Interest**

Those selected to serve on the board must provide information regarding conflicts of interest with applicants to which they may be assigned. Disclosure includes, but is not limited to, employers, financial interests, and client relationships. Such information will be used only for purposes of board assignments and otherwise will be kept confidential.

(4) **Term of Appointment**

The term of appointment to the board is approximately one year. This period extends from the date the Examiner Preparation Course is completed through the Award ceremony.

(5) **Time Commitment**

Applicants for the board should give careful consideration to the time commitment required to meet the Award review schedule. **A minimum of 15 days is required from April to December. All Examiners are expected to complete an Independent Review *and* participate in a Consensus Review of an Award application.** If requested by the Program, Examiners are also expected to participate in a site visit. Examiners should anticipate these Award cycle responsibilities and should plan accordingly. Once selected, Examiners will be provided with more specific dates and times for these commitments. These will allow Examiners to set aside time on their calendars for meeting their commitments. Examiners whose work requires temporary or extended travel or residence outside the United States must be available, accessible, and able to flex to their team's schedule. The Independent Review and the Consensus Review of Award applications may be conducted at the Examiner's workplace or home. Business is conducted via overnight mail, telephone, secure fax, and secure Web. Travel is necessary only for training and site visits.

Dates(s)	Who is Involved	Activity	Approximate Time Commitment
April–May	All Examiners	Prework and Training	35–50 hours prework, 3–4 days training in Maryland
June–July		Independent Review	35–45 hours
August–September		Consensus Review (including planning, preparation, consensus calls, and postcall work)	25–35 hours
September–October	20–25% of the Board of Examiners	Site Visit Preparation	10–20 hours
October		Site Visit	6–7 days, 15–18 hours per day

Board of Examiners—Conditions of Involvement (continued)   2009

(6) Preparation Courses

Participation by board members in Examiner preparation courses is critical to the success of the Program because these courses include a detailed review of the Criteria for Performance Excellence, the evaluation process, the scoring system, consensus development, site visit requirements, and the Code of Ethical Conduct. **All board members must attend one of the three-day preparation classes and must complete a 35-50 hour case study evaluation prior to attending the class. Selected Examiners who cannot attend one of the scheduled classes will not serve as Examiners.**

(7) Adherence to Award Processes

Board members are expected to meet all requirements associated with a fair and competent applicant evaluation. This
includes using the Criteria for Performance Excellence and corresponding scoring system, adhering to the evaluation processes, meeting site visit requirements, and avoiding conflicts of interest. Thorough documentation and written communication are essential parts of the overall review process.

(8) Assignments of Board Members

The Program seeks to provide the fairest, most competent evaluation of each Award application.

Accordingly, board members are assigned to applications based on their knowledge and experience, consistent with the requirements to avoid conflicts of interest, to apportion the application load equitably, and to adhere to agreed-upon schedules. Overall participation of board members varies, depending upon the results of the Consensus Review.

(9) Employer Contributions and Examiner Subsidy Policy

Employers have a unique opportunity to be recognized, to make a contribution to the competitiveness of U.S. organizations, and to support the significant leadership development experience of their Baldrige Examiner, by supporting the time and travel/lodging expenses for those selected to serve on the Board. Employers who sponsor their Examiner will be recognized in the Presidential Award Ceremony Program for the year in which the Examiner serves on the board. Upon request, the Baldrige Program will send a letter to the employers of selected Examiners to solicit their support and subsequently to acknowledge the support.

In circumstances where an employer is unable to make this commitment, the Baldrige Foundation has limited funds available to subsidize the costs of travel and lodging. The funds will be made available, as follows for **Examiners and Senior Examiners**:

1. Airfare or costs of other modes of transportation to the Washington area will be reimbursed up to $500. If the cost of a coach-only airline ticket or other mode of transportation exceeds this amount, costs will be reimbursed up to the $500 limit.
2. Lodging at the designated hotel will be reimbursed at the Baldrige room rate.

This year, **Alumni Examiners** also may request reimbursement up to $500 total for transportation to the Washington area and lodging, if other sources of support are not available. The Baldrige Program continues to provide training at no cost, and will provide breakfast and lunch each day of training and dinner on Wednesday evening for **all Examiners.**
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Board of Examiners—Code of Ethical Conduct   2009

Members of the Malcolm Baldrige National Quality Award Board of Examiners pledge to uphold their professional principles in the fulfillment of their responsibilities as defined in the administration of Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987, which establishes the Malcolm Baldrige National Quality Award.

Board members will be guided by four principles: integrity, professional conduct, confidentiality, and respect for intellectual property. In promoting high standards of public service and ethical conduct, they will

- conduct themselves professionally, guided by truth, accuracy, fairness, respect, and responsibility in all their interactions
- avoid representing conflicting or competing interests, or placing themselves in such a position where their interest may be in conflict—or appear to be in conflict—with the purposes and administration of the Award
- safeguard the confidences of all parties involved in the judging or examination of present or former applicants
- protect confidential information and avoid disclosures that may in any way influence the Award integrity or process, currently or in the future
- not serve any private or special interest in their fulfillment of the duties of a Judge or Examiner, therefore excluding by definition the examination of any organization or subunit of an organization that employs them or has a consulting arrangement in effect or anticipated with them
- not serve as Examiners of a primary competitor or customer or supplier of any organization (or subunit of an organization) that employs them, that they have a financial interest in, or with which they anticipate a consulting arrangement, or are otherwise involved
- not intentionally communicate false or misleading information that may compromise the integrity of the Award process or decisions therein
- make it clear, when establishing links from their own Web sites to the NIST or BNQP Web sites, that users will be taken to the official NIST Web sites
- acknowledge the use of trademarks owned by NIST, including those for NIST, The Quest for Excellence®, and the Malcolm Baldrige National Quality Award, along with a statement indicating the trademark is registered by the National Institute of Standards and Technology
- never approach an organization they have evaluated for their personal gain, including the establishment of an employment or consulting relationship, and, if approached by an organization they have evaluated, not accept employment from that organization for a period of five years after the evaluation
- maintain and safeguard fairness in the examination process and the confidentiality of all Award application information, including the identity of applicants
- treat as confidential all information about the applicant and the applicant's operation gained through the evaluation process, and take the following precautions:
    - Applicant information is not discussed with anyone, including other Examiners, with the exception of designated team members, Judges, the Award Administrator, and NIST representatives. This includes information contained in the written application, as well as any additional information obtained during a site visit.
    - Names of applicants are not disclosed during or after the application review process.
    - No copies of application information are made or retained. (ASQ will notify Examiners when to return materials.)
    - No notes, written or electronic, pertaining to the application are retained. (ASQ will notify Examiners when to destroy all notes.)
    - No discussions mentioning applicant identities are held on cellular or cordless phones or by voice mail.
    - Applicant-specific information can be discussed via cellular phone, cordless phone, and VoIP if authorized by the applicant.
    - Electronic exchanges are only through *examinerdepot*, an encrypted, secure Web site designated by NIST.
    - No applicant information is adapted and/or used subsequent to the review process, unless the information is publicly released by the applicant (at the annual Quest for Excellence Conference, for example).
    - Examiners do not reveal or discuss with other Examiners, either during training or during the application review phases, their participation with an organization in the preparation of an Award application.

Board of Examiners—Code of Ethical Conduct   2009

- ■   personally and independently score all assigned applications
- ■   during Independent and Consensus Reviews, do not communicate with applicant organization, or in any manner seek additional documentation, information, or clarification about the applicant's organization. This restriction includes Internet searches. At Site Visit Review, the site visit Team Leader will communicate with the applicant.
- ■   not at anytime (during or after the evaluation cycle) independently give feedback to applicants regarding scoring or overall performance
- ■   upon completion of the Examiner Preparation Course, may use the following designation: Examiner, Malcolm Baldrige National Quality Award (MBNQA), and year(s) served. However, board members may not use the MBNQA logo in advertising or promotion or use business cards including the Examiner designation or the MBNQA logo.
- ■   during the consensus and site visit processes, encourage and maintain a professional working environment that promotes respect for the Award applicants, their employees, and all members of the Examiner team
- ■   when participating in a site visit, respect the climate, culture, and values of the organization being evaluated

Furthermore, board members enhance and advance the Malcolm Baldrige National Quality Award as it serves to stimulate American companies and organizations to improve quality, productivity, and overall performance. **All board members pledge to abide by this Code of Ethical Conduct.**

Board of Examiners —Application Instructions   2009

> *NOTE: The following application forms are for **informational purposes only.**
> If you wish **to submit your application, access the online application** from our Web site,
> **www.baldrige.nist.gov,** beginning on **November 5, 2009.***

First-Time Applicants

The Examiner Application asks for the following information:

- Personal Information
- Examiner Knowledge, Skills, and Abilities
- Criteria Category Expertise
- Employment History
- Education and Training
- How Did You Hear About the Board of Examiners?
- Baldrige or Related Assessment Experience
- Outreach Activities
- Self-Rankings
- Disclosure of Conflicts of Interest
- Code of Ethical Conduct
- Recommendations
- Examiner Preparation Course Schedule

Previous Applicants Who Have Never Served on the Board

If applicants have applied previously (within the past year) but never served on the Board of Examiners, they may simply update their employment history, if necessary, and complete the remainder of the forms and the other sections of the application. To view the information submitted previously via the online application system, go to www.baldrige.nist.gov/ Examiner Application page. A PIN and password will be sent to you to allow you to access your online application. If you have any questions about this process, please call our Examiner Hotline at (877) 237-9064.

Applicants who have never served on the Board of Examiners must submit two recommendation forms as part of their completed online application package. The individuals selected to submit a recommendation on the applicant's behalf are input online by the applicant as part of completing the application. Recommenders must send the recommendation form electronically through the online application system.

All recommendations must be submitted online no later than 2:00 PM EST, January 6, 2009.

Returning Examiners

Returning Examiners are asked to update and review the following information using the online application system. The system can be accessed through the Baldrige website / Examiner Application page:

- Personal Information
- Update to Employment Information
- Self-Rankings
- Disclosure of Conflicts of Interest
- Code of Ethical Conduct
- Examiner Preparation Course Schedule

If returning Examiners wish to update their Education and Training information or Baldrige-related experience, they may send an email to examappl@nist.gov.

Submission Instructions

The application package must be completed and submitted online through our online application system. Mailed or faxed copies will not be accepted.

Submission Deadline: Applications and must be submitted online on or before **2:00 PM EST, January 6, 2009.** Examiner applicant selection letters will be sent via overnight mail or electronically by March 25, 2009.

> *NOTE: The following application forms are for **informational purposes only.***
> *If you wish **to submit your application, access the online application** from our Web site,*
> ***www.baldrige.nist.gov,** beginning on **November 5, 2009.***

PERSONAL INFORMATION

Title: Mr. o Ms. o Mrs. o Dr. o

Last Name   First Name   M.I.

Home Address: Date of Birth   MM ☐   DD ☐

Street   Place of Birth: _____

City, State, Zip   U.S. citizen?:   ☐ Yes   ☐ No

Which is your preferred address?   ☐ Work ☐ Home   Permanent resident visa?:   ☐ Yes   ☐ No

(No addresses with post office box numbers may be used.   *(Federal law requires that an Examiner be a U.S. citizen*
List your work address under Primary Employer on   *or hold a permanent resident visa.)*
the Employment History Form.)

Please indicate your preferred phone and fax numbers by placing an "x" in the appropriate boxes.

Work Phone: ☐   **Home:** ☐   **Cell:** ☐   **Preferred Phone:**   ☐ Work ☐ Home ☐ Cell

Work Fax: ☐   **Home:** ☐   **Preferred Fax:**   ☐ Work ☐ Home

E-mail Address: _____

Alternate E-mail Address: _____

List up to 5 NAICS Codes most relevant to your expertise: _____, _____, _____, _____, _____.   (See PDF version of this document.)

If you have been an MBNQA Examiner previously, list the year(s) you have served: _____, _____, _____, _____.

May we send your name to the state award programs as a potential examiner?   o Yes   o No   o Already involved

Preferred Name for Training Name Tag:
(Provide first and last name for security reasons.)

Preferred Name for Training Certificate
(Provide first and last name. Use of one degree or credential is optional.)

EXAMINER KNOWLEDGE, SKILLS, AND ABILITIES

It is beneficial for Examiners to possess some or all of the following skills. Refer to "Selection Factors" of the 2009 Examiner Application for more information. For questions 1–4, select the description that best describes your professional experience.

1. Which of the following best describes your strategic planning experience?

   ☐ As a strategic planning expert, I established strategic plan objectives and action plans, and I measured these plans using key performance measures or indicators.

   ☐ I led strategic planning over a number of years or with a variety of organizations.

   ☐ I have participated substantially in the strategic planning process.

   ☐ I have limited participation in the strategic planning process.

   ☐ I have no experience in the strategic planning process.

2. Which of the following best describes your experience designing work systems and managing and improving work processes for implementing those work systems?

   ☐ I am a recognized expert in work system design and work process management.

   ☐ I have significant experience in work system design and work process management.

   ☐ I have direct involvement in the design and delivery of the key processes of my organization.

   ☐ I have a substantial educational background and/or training in process management.

   ☐ I have no experience in process management.

3. Which of the following best describes your experience engaging, managing, and developing an organization's workforce?

   ☐ I have held one or more leadership or supervisory positions, and I have made organization-wide decisions regarding employee recruitment, benefits, training, development, and/or safety.

   ☐ I have supervised a large-enough group of employees to understand workforce engagement approaches and issues.

   ☐ I have had first-line supervisory responsibility for implementation of training and/or implementation of workforce policies.

   ☐ I have had training in workforce policies and practices.

   ☐ I have no experience in workforce policies and practices.

4. Which of the following best describes your experience with systematic processes and formal methodologies for determining customer/student/patient satisfaction, customer relationships, market knowledge, and customer/student/patient/stakeholder requirements?

   ☐ As an expert in this field, I routinely determine requirements of key customer processes, design and measure processes that meet these requirements, and improve processes to achieve better performance.

   ☐ I have demonstrated experience with customer relationship management processes in a variety of settings over a number of years.

   ☐ I have implemented and improved customer relationship and management processes and methodologies.

   ☐ I have had formal education or training in these processes and methodologies.

   ☐ I have no experience in these processes and methodologies.

EXAMINER KNOWLEDGE, SKILLS, AND ABILITIES (continued)

Your responses may not exceed 1,000 characters per question. This includes letters, numbers, punctuation, and spaces. You may copy and paste this text from other electronic files; however, any text exceeding 1,000 characters may be lost. Your essay responses will serve as evidence of your writing skills, a critical competency for Examiners.

5. The ability to "analytically" examine an Award application is an important skill. Please describe the experience you have had selecting, gathering, analyzing, managing, and improving data and/or information.

6. The ability to convey your thoughts orally and in writing in a clear and concise manner is a valuable skill for participation in the evaluation process. It is also an important skill to help promote and represent the Baldrige National Quality Program. Please describe your accomplishments in both oral and written communication by citing specific examples of your most recent and/or relevant experience.

7. The Baldrige Award assessment is a team-based process, especially at the consensus and site visit stages. In addition, Examiner training emphasizes the necessity for team skills. Please provide a brief description of your experience on teams and why you are an effective team member.

CRITERIA CATEGORY EXPERTISE

Describe the work experience you have had that would qualify you, from the perspective of an Award applicant, to evaluate an organization in each of the Criteria Categories. Please refer to actual on-the-job experience only. Please do not use experience evaluating other organizations within a state or internal quality award program. Refer to "Selection Factors" in the background information for further details. (You are neither expected nor required to possess substantial expertise in all of the Criteria Categories.) Note: For an explanation of the Baldrige framework and leadership and results triads, see the most recent *Criteria for Performance Excellence* booklet (http://www.baldrige.gov/Criteria.htm). Your responses may not exceed 1,000 characters per question. You may copy and paste this text from other electronic files. However, any text exceeding 1,000 characters may be lost. Your essay responses will serve as evidence of your writing skills, a critical competency for Examiners.

1. Within the Baldrige framework, the leadership triad emphasizes the importance of a leadership focus on strategy and customers/patients/students. Describe the work/personal experience, knowledge, and involvement you have had that would qualify you to examine and provide feedback to an organization on its leadership triad. This should support your responses to questions 1 and 2 on the Examiner Knowledge, Skills, and Abilities form.

2. Within the Baldrige framework, the results triad focuses on an organization's employees and key processes to accomplish the work that yields business/health care/student learning results. Describe the work/personal experience, knowledge, and involvement you have had that would qualify you to examine and provide feedback to an organization on its results triad. This should support your responses to questions 3 and 4 on the Examiner Knowledge, Skills, and Abilities form.

EMPLOYMENT HISTORY

Starting with your most recent or current position and working in reverse chronological order, describe your last 15 years of employment—or your last five positions if they cover a longer period.

Employer #1 (Primary Employer):

Company: _____ Number of Employees: _____

Primary Employer? Yes o No o

Parent Company (*enter None if no parent company exists*): _____ Number of Employees: _____

Location: *Address #1:* _____
Note: No addresses with post office box numbers may be used. *Address #2:* _____

City/State: _____

Dates of Service (mm/yyyy): _____ to _____ Full-time o Part-time o Retired o

Are you eligible to receive a company-funded pension based on your employment with this company?   Yes o No o

Organization Type (Please check all that apply):

o small business (fewer than 500 employees)   o health care   o early childhood/secondary Education

o service   o government   o higher education

o manufacturing   o independent consultant   o other education

o nonprofit   o other type: _____

Job Title: _____ Number of Employees Supervised: _____

Name of Your Supervisor/Title: _____

Employer #2:

Company: _____ Number of Employees: _____

Parent Company (*enter None if no parent company exists*): _____ Number of Employees: _____

Location: *City:* _____
Note: No addresses with post office box numbers may be used. *State:* _____

Dates of Service (mm/yyyy): _____ to _____ Full-time o Part-time o Retired o

Are you eligible to receive a company-funded pension based on your employment with this company?   Yes o No o

Organization Type (Please check all that apply):

o small business (less than 500 employees)   o health care   o early childhood/secondary education

o service   o government   o higher education

o manufacturing   o independent consultant   o other education

o nonprofit   o other type: _____

Job Title: _____ Number of Employees Supervised: _____

Name of Your Supervisor: _____

EMPLOYMENT HISTORY (continued)

Employer #3:

Company:	Number of Employees:
Parent Company (*enter None if no parent company exists*):	Number of Employees:
Location: *Note: No addresses with post office box numbers may be used.*	City:
	State:

Dates of Service (mm/yyyy): _____ to _____   Full-time o Part-time o Retired o

Are you eligible to receive a company-funded pension based on your employment with this company?   Yes o No o

Organization Type (Please check all that apply.):

o small business (less than 500 employees)   o health care   o early childhood/secondary education

o service   o government   o higher education

o manufacturing   o independent consultant   o other education

o nonprofit   o other type: _____

Job Title: _____   Number of Employees Supervised: _____

Name of Your Supervisor: _____

Employer #4:

Company:	Number of Employees:
Parent Company (*enter None if no parent company exists*):	Number of Employees:
Location: *Note: No addresses with post office box numbers may be used.*	City:
	State:

Dates of Service (mm/yyyy): _____ to _____   Full-time o Part-time o Retired o

Are you eligible to receive a company-funded pension based on your employment with this company?   Yes o No o

Organization Type (Please check all that apply):

o small business (less than 500 employees)   o health care   o early childhood/secondary education

o service   o government   o higher education

o manufacturing   o independent consultant   o other education

o nonprofit   o other type: _____

Job Title: _____   Number of Employees Supervised: _____

Name of Your Supervisor: _____

EMPLOYMENT HISTORY (continued)

Employer #5:

Company:		Number of Employees:
Parent Company (*enter None if no parent company exists*):		Number of Employees:
Location: *Note: No addresses with post office box numbers may be used.*	*City:*	
	State:	

Dates of Service (mm/yyyy): _____ to _____   Full-time o Part-time o Retired o

Are you eligible to receive a company-funded pension based on your employment with this company?   Yes o No o

Organization Type (Please check all that apply.):

o small business (less than 500 employees)   o health care   o early childhood/secondary education

o service   o government   o higher education

o manufacturing   o independent consultant   o other education

o nonprofit   o other type: _____

Job Title: _____   Number of Employees Supervised: _____

Name of Your Supervisor: _____

EDUCATION AND TRAINING

Institution (starting with the most recent):

	Institution (Name, City, State)	Degree/Certificate	Dates Attended
1.			
2.			
3.			

Other Training:

	Course Topic	Provider	Dates Attended
1.			
2.			
3.			

HOW DID YOU HEAR ABOUT THE MBNQA BOARD OF EXAMINERS?

Select only those items that apply.

o Association Newsletter	Specify Association:	
o Other BNQP Materials	Specify Other BNQP Materials:	
o Conference/Sponsor	Specify Sponsor:	Specify Conference:
o Publication/Email Announcement	Specify Publication:	If you selected "Other," please specify:
o Web Site advertisement	Specify Web site:	If you selected "Other," please specify:

o Baldrige Examiner Brochure Mailing

o Involvement in a State or Local Award Program

o Referred by a current Baldrige Examiner

o Through my professional association's website or listserv

o Have you ever applied to be an MBNQA Examiner before?   Yes o No o

If so, please list the years: ,   ,   ,   .

BALDRIGE OR RELATED ASSESSMENT EXPERIENCE

Although not required, it is helpful for Examiners to have previous Baldrige-like assessment experience. Please describe the experience you have had evaluating or preparing applications for internal, state or local, international, association, or other organizational award programs. You may also include experience with internal or supplier assessment processes based on the Baldrige Criteria. Please make sure you include length of service with each program mentioned. Also include any experience you have in the following roles: **Examiner, feedback writer-editor, application author, program director, and consensus or site visit leader.**

	Program Name	Role	Number of Years of Involvement
1.			
2.			
3.			
4.			

OUTREACH ACTIVITIES

Please list professional and other organizations with which you are affiliated, and indicate the nature of your affiliation. Also, indicate how you have assisted these organizations with outreach activities, including presentations or articles you have completed on behalf of these groups.

Organization	How Assisted

SELF-RANKINGS

Please rank from 1 to 7 your ability to evaluate applications in the following areas:
1 = best (USE NO NUMBER MORE THAN ONCE.)
Categories:
_____ Leadership
_____ Strategic Planning
_____ Customer and Market Focus/Focus on Patients, Other Customers, and Markets/Student, Stakeholder, Market Focus
_____ Measurement, Analysis, and Knowledge Management
_____ Workforce Focus
_____ Process Management
_____ Results

Please rank from 1 to 7 your ability to evaluate applications in the following areas:
1 = best (USE NO NUMBER MORE THAN ONCE.)

_____ Expertise in the management of business, education, health care, or nonprofit organizations
_____ Expertise in the analysis of results in business, education, health care, or nonprofit organizations
_____ Knowledge of practices and improvement strategies leading to performance excellence
_____ Written skills
_____ Leadership skills
_____ Interpersonal skills
_____ Education or training skills

Please rank from 1 to 8 your ability to evaluate applications in the following areas:
1 = best (USE NO NUMBER MORE THAN ONCE.)

_____ Manufacturing Business
_____ Service Business
_____ Small Business—Manufacturing (not more than 500 employees)
_____ Small Business—Service (not more than 500 employees)
_____ Health Care Organization
_____ Early Childhood Through Secondary Education
_____ Postsecondary Education
_____ Nonprofit

DISCLOSURE OF CONFLICTS OF INTEREST

Members of the Malcolm Baldrige National Quality Award Board of Examiners shall voluntarily disclose to the Administrators of the Award the identity of employers, competitors, key customers, key suppliers, and clients, —past, present, or potential, —whose interest might be favorably or unfavorably affected by the actions the Examiner will undertake while acting as a member of the Board of Examiners. This includes disclosure of

- Companies in which MBNQA Board of Examiners members have financial holdings
- Affiliations that may present or seem to present a conflict of interest for the board member

If selected to be a member of the Board of Examiners, signed statements will be requested before attendance at one of the Examiner Preparation Courses. Any material misstatement of fact in this application or incomplete disclosure of conflicts of interest shall be grounds for disqualification from the review process or dismissal from the Board of Examiners. In addition, Examiners agree to update their employment, financial, and client records periodically throughout their appointment.

☐ I certify that I have read and understand the above statement.

Electronic signature required

Signature of Applicant	Date
Please sign in blue ink.	

CODE OF ETHICAL CONDUCT

Members of the Malcolm Baldrige National Quality Award Board of Examiners pledge to uphold their professional principles in the fulfillment of their responsibilities as defined in the administration of Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987, which establishes the Malcolm Baldrige National Quality Award.

Board members will be guided by four principles: integrity, professional conduct, confidentiality, and respect for intellectual property. In promoting high standards of public service and ethical conduct, they will

- conduct themselves professionally, guided by truth, accuracy, fairness, respect, and responsibility in all their interactions
- avoid representing conflicting or competing interests, or placing themselves in such a position where their interest may be in conflict—or appear to be in conflict—with the purposes and administration of the Award
- safeguard the confidences of all parties involved in the judging or examination of present or former applicants
- protect confidential information and avoid disclosures that may in any way influence the Award integrity or process, currently or in the future
- not serve any private or special interest in their fulfillment of the duties of a Judge or Examiner, therefore excluding by definition the examination of any organization or subunit of an organization that employs them or has a consulting arrangement in effect or anticipated with them
- not serve as Examiners of a primary competitor or customer or supplier of any organization (or subunit of an organization) that employs them, that they have a financial interest in, or with which they anticipate a consulting arrangement, or are otherwise involved
- not intentionally communicate false or misleading information that may compromise the integrity of the Award process or decisions therein
- make it clear, when establishing links from their own Web sites to the NIST or BNQP Web sites, that users will be taken to the official NIST Web sites

CODE OF ETHICAL CONDUCT (continued)

- acknowledge the use of trademarks owned by NIST, including those for NIST, The Quest for Excellence, and the Malcolm Baldrige National Quality Award, along with a statement indicating the trademark is registered by the National Institute of Standards and Technology
- never approach an organization they have evaluated for their personal gain, including the establishment of an employment or consulting relationship, and, if approached by an organization they have evaluated, not accept employment from that organization for a period of five years after the evaluation
- maintain and safeguard fairness in the examination process and the confidentiality of all Award application information, including the identity of applicants
- treat as confidential all information about the applicant and the applicant's operation gained through the evaluation process, and take the following precautions:
    - o Applicant information is not discussed with anyone, including other Examiners, with the exception of designated team members, Judges, the Award Administrator, and NIST representatives. This includes information contained in the written application, as well as any additional information obtained during a site visit.
    - o Names of applicants are not disclosed during or after the application review process.
    - o No copies of application information are made or retained. (ASQ will notify Examiners when to return materials.)
    - o No notes, written or electronic, pertaining to the application are retained. (ASQ will notify Examiners when to destroy all notes.)
    - o Applicant-specific information can be discussed via cellular phone, cordless phone, and VoIP if authorized by the applicant. However, applicant names are not used in discussions.
    - o Electronic exchanges are only through *examinerdepot*, an encrypted, secure Web site designated by NIST.
    - o No applicant information is adapted and/or used subsequent to the review process, unless the information is publicly released by the applicant (at the annual Quest for Excellence Conference, for example).
    - o Examiners do not reveal or discuss with other Examiners, either during training or during the application review phases, their participation with an organization in the preparation of an Award application.

- personally and independently score all assigned applications
- during Independent and Consensus Reviews, not communicate with applicant organization, or in any manner seek additional documentation, information, or clarification about the applicant's organization. This restriction includes Internet searches. At Site Visit Review, the site visit Team Leader will communicate with the applicant.
- not at anytime (during or after the evaluation cycle) independently give feedback to applicants regarding scoring or overall performance
- upon completion of the Examiner Preparation Course, be able to use the following designation: Examiner, Malcolm Baldrige National Quality Award (MBNQA), and year(s) served. However, board members may not use the MBNQA logo in advertising or promotion or use business cards including the Examiner designation or the MBNQA logo.
- during the consensus and site visit processes, encourage and maintain a professional working environment that promotes respect for the Award applicants, their employees, and all members of the Examiner team
- when participating in a site visit, respect the climate, culture, and values of the organization being evaluated

Furthermore, board members enhance and advance the Malcolm Baldrige National Quality Award as it serves to stimulate American companies and organizations to improve quality, productivity, and overall performance. **All board members pledge to abide by this Code of Ethical Conduct.**

I agree to abide by the Code of Ethical Conduct.

_____
Print your name

Electronic signature required
_____   _____
Signature   Date

EXAMINER PREPARATION COURSE SCHEDULE

All members of the 2009 Board of Examiners must attend training in Gaithersburg, Maryland. New Examiners must attend a 1-day orientation class. The orientation will be held each Tuesday prior to the 3-day Examiner Preparation course. Senior Examiners must attend the 1-day Senior Examiner training course to be eligible to serve as Seniors in the 2009 Award cycle. Examiners selected to serve as Senior Examiners will receive invitations from the Program. The Senior Examiner Course also will be held each Tuesday prior to the 3-day course. All Examiners, regardless of their years of service on the board, must attend one of the 3-day Examiner Preparation courses. The training dates are shown below with 4-day sessions for new and Senior Examiners and 3-day sessions for returning Examiners. Please note the training dates below on your calendar. Your letter of selection will be sent via overnight mail or electronically on March 25, 2009, to the address given on your application. (For timely delivery of the selection letter, please notify us of any address change.) Upon receipt, you may choose your preferred training dates with the understanding that classes will be filled on a first-come, first-served basis. Although there is a maximum number of Examiners we can train each week, we will make every effort to honor your first-choice dates.

Examiner Preparation Course Schedule

Examiner Preparation Courses	Senior Preparation, New Examiner Orientation Courses
3–Day Sessions for All Examiners	**4–Day Sessions for Senior and New Examiners**
April 29–May 1	April 28–May 1
May 6–8	May 5–8
May 13–15	May 12–15
May 20–22	May 19–22

☐ I have read and understand that I must attend training and stay for the entire session. I will receive CEUs for attending.

RECOMMENDATIONS

*Applicants who have not served on the Board of Examiners must submit, electronically, two completed recommendation forms. If possible, one recommendation should be from someone within your organization; the second should be from someone outside of it. Members of the 2008 Panel of Judges may not provide recommendations. **Applicants are responsible for ensuring that their recommendations are submitted electronically by the deadline – 2:00 PM EST, January 6, 2009.***

PLEASE NOTE: An application will <u>not</u> be considered or reviewed without required recommendations.

TIME COMMITMENT AND TIMELINE

Applicants for the board should give careful consideration to the time commitment required to meet the Award review schedule. **A minimum of 15 days are required from April to December. All Examiners are expected to complete both an Independent Review and a Consensus Review of an Award application.** If requested by the Program, Examiners are expected to participate in a site visit. Examiners should anticipate these Award cycle responsibilities and should plan accordingly. Once selected, Examiners will be provided with more specific dates and times for these commitments. These will allow Examiners to set aside time on their calendars for meeting these key critical dates or time frames. Examiners whose work requires temporary or extended travel or residence outside the United States must be both available, accessible, and able to flex to their team's schedule.

Date(s)	Who is Involved	Activity	Approximate Time Commitment
April–May	All Examiners	Prework and Training	35–50 hours prework, 3–4 days training in Maryland
June–July		Independent Review	35–45 hours
August–September		Consensus Review (including planning, preparation, consensus calls, and postcall work)	25–35 hours
September–October	20–25% of the Board of Examiners	Site Visit Preparation	10–20 hours
October		Site Visit	6–7 days, 15–18 hours per day

Independent Review and Consensus Review of Award applications may be conducted at the Examiner's workplace or home. Business is conducted via overnight mail, telephone, secure fax, and secure Web site. Travel is necessary only for training and site visits.

☐ I have read and understand the time requirements of the Award cycle for members of the Board of Examiners.

RECOMMENDATION FORM – MUST BE COMPLETED ONLINE

Please note: Recommendations are not required for former members of the Board of Examiners.

_____ has applied to be a member of the 2009 Board of Examiners for the Malcolm Baldrige National Quality Award and has indicated you would provide a recommendation.

The role of the Examiners is to evaluate applicants for the Malcolm Baldrige National Quality Award based on the Criteria for Performance Excellence. Examiners review, write an analysis of and score written applications, and prepare the final scorebooks that are the basis for feedback reports to applicants. They also participate in consensus evaluations and site visits. In doing so, Examiners are required to have expertise in business, education, or health care management processes and results; have knowledge of practices and improvement strategies leading to performance excellence; possess and use good analytical, writing, and oral communication skills; and work as team members. Examiners must meet the highest standards of qualification and peer recognition.

Please provide a recommendation relating to your knowledge of the applicant's qualifications to be an Examiner. R**ecommendation providers must complete the online recommendation form no later than 2:00 PM, ET, January 6, 2009, and recommendation providers will receive access instructions for completing the forms via email. (The completed recommendation forms must be included with the application package that is submitted to the Baldrige National Quality Program Office by the applicant.)**

Using your peer group (professional colleagues) as a basis for comparison, please rank the applicant's knowledge in the following categories, which are drawn from the Baldrige Criteria for Performance Excellence. Place an "x" in the appropriate column.

	Don't Know	Lower 50%	Upper 50%	Upper 25%	Upper 10%	Upper 1%
1. Leadership	o	o	o	o	o	o
2. Strategic Planning	o	o	o	o	o	o
3. Customer and Market Focus/Focus on Patients, Other Customers, and Markets/Student, Stakeholder, Market Focus	o	o	o	o	o	o
4. Measurement, Analysis, and Knowledge Management	o	o	o	o	o	o
5. Workforce Focus	o	o	o	o	o	o
6. Process Management	o	o	o	o	o	o
7. Results	o	o	o	o	o	o

Using your peer group (professional colleagues) as a basis for comparison, please rank the applicant's ability in the following areas. Place an "x" in the appropriate column.

	Don't Know	Lower 50%	Upper 50%	Upper 25%	Upper 10%	Upper 1%
1. Expertise in the management of business, education, health care, or nonprofit organizations	o	o	o	o	o	o
2. Expertise in the analysis of results in business, education, health care, or nonprofit organizations	o	o	o	o	o	o
3. Knowledge of practices and improvement strategies leading to performance excellence	o	o	o	o	o	o
4. Written skills	o	o	o	o	o	o
5. Leadership skills	o	o	o	o	o	o
6. Interpersonal skills	o	o	o	o	o	o
7. Education or training skills	o	o	o	o	o	o

RECOMMENDATION FORM (continued)

Name of Applicant:	**Applicant Phone No.:**
Name of Recommendation Provider:	
Title:	Provider Phone No.:
Employer:	Years Known Applicant:

Please evaluate the applicant's qualifications to be an Examiner.

Upon the applicant's request, the Baldrige National Quality Program Office will make this recommendation available to the applicant.

Recommendation
Provider Signature   **`Electronic signature required`**   Date

North American Industrial Classification System (NAICS) Codes

NAICS Codes most relevant to your area(s) of expertise must be included on your online application.
If you wish to access the NAICS codes online, connect to **www.census.gov/epcd/www/naics.html.**

Code	Sector
111	Crop Production
112	Animal Production
113	Forestry and Logging
115	Support Activities for Agriculture and Forestry
211	Oil and Gas Extraction
212	Mining (except Oil and Gas)
213	Support Activities for Mining
221	Utilities
236	Construction of Buildings
237	Heavy and Civil Engineering Construction
238	Speciality Trade Contractors
311	Food Manufacturing
312	Beverage and Tobacco Product Manufacturing
313	Textile Mills
315	Apparel Manufacturing
316	Leather and Allied Product Manufacturing
321	Wood Product Manufacturing
322	Paper Manufacturing
323	Printing and Related Support Activities
324	Petroleum and Coal Products Manufacturing
325	Chemical Manufacturing
326	Plastics and Rubber Products Manufacturing
327	Nonmetallic Mineral Product Manufacturing
331	Primary Metal Manufacturing
332	Fabricated Metal Product Manufacturing
333	Machinery Manufacturing
334	Computer and Electronic Product Manufacturing
335	Electrical Equipment, Appliance and Component Manufacturing
336	Transportation Equipment Manufacturing
337	Furniture and Related Product Manufacturing
339	Miscellaneous Manufacturing
423	Merchant Wholesalers, Durable Goods
424	Merchant Wholesalers, Nondurable Goods
425	Wholesale Electronic Markets and Agents and Brokers
441	Motor Vehicle and Parts Dealers
442	Furniture and Home Furnishings Stores
443	Electronics and Appliance Stores

Code	Sector
444	Building Material and Garden Equipment and Supplies Dealers
445	Food and Beverage Stores
446	Health and Personal Care Stores
447	Gasoline Stations
448	Clothing and Clothing Accessories Stores
451	Sporting Goods, Hobby, Book, and Music Stores
452	General Merchandise Stores
453	Miscellaneous Store Retailers
454	Nonstore Retailers
481	Air Transportation
482	Rail Transportation
483	Water Transportation
484	Truck Transportation
485	Transit and Ground Passenger Transportation
486	Pipeline Transportation
487	Scenic and Sightseeing Transportation
488	Support Activities for Transportation
491	Postal Service
492	Couriers and Messengers
493	Warehousing and Storage
511	Publishing Industries (except Internet)
512	Motion Picture and Sound Recording Industries
515	Broadcasting (except Internet)
517	Telecommunications
519	Other Information Services
521	Monetary Authorities—Central Bank
522	Credit Intermediation and Related Activities
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities
524	Insurance Carriers and Related Activities
525	Funds, Trusts, and Other Financial Vehicles
531	Real Estate
532	Rental and Leasing Services
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)
541	Professional, Scientific, and Technical Services
551	Management of Companies and Enterprises
561	Administrative and Support Services
562	Waste Management and Remediation Services
611	Educational Services

Code	Sector
6111	Elementary and Secondary Schools
6112	Junior Colleges
6113	Colleges, Universities, and Professional Schools
6114	Business Schools and Computer and Management Training
6115	Technical and Trade Schools
6116	Other Schools and Instruction
6117	Educational Support Services
621	Ambulatory Health Care Services
6211	Offices of Physicians
6212	Offices of Dentists
6213	Offices of Other Health Care Practitioners
6214	Outpatient Care Centers
6215	Medical and Diagnostic Laboratories
6216	Home Health Care Services
6219	Other Ambulatory Health Care Services
622	Hospitals
623	Nursing and Residential Care Facilities
624	Social Assistance
711	Performing Arts, Spectator Sports, and Related Industries
712	Museums, Historical Sites, and Similar Institutions
713	Amusement, Gambling, and Recreation Industries
721	Accommodation
722	Food Services and Drinking Places
811	Repair and Maintenance
812	Personal and Laundry Services
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations
814	Private Households
921	Executive, Legislative, and Other General Government Support
922	Justice, Public Order, and Safety Activities
923	Administration of Human Resource Programs
924	Administration of Environmental Quality Programs
925	Administration of Housing Programs, Urban Planning, and Community Development
926	Administration of Economic Programs
927	Space Research and Technology
928	National Security and International Affairs
999	Unclassified Establishments

Baldrige National Quality Program

Baldrige National Quality Program
National Institute of Standards and Technology
United States Department of Commerce
Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020

The National Institute of Standards and Technology (NIST), an agency of the U.S. Department of Commerce, manages the Baldrige National Quality Program (BNQP). For more than a century, NIST has helped to lay the foundation for the innovation, economic growth, and quality of life that Americans have come to expect. NIST promotes U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology in ways that enhance economic security and improve our quality of life. Through a network of nearly 400 assistance centers that serve all 50 states and Puerto Rico, NIST provides technical and business assistance to help smaller manufacturers overcome barriers to productivity and competitiveness.

Call BNQP or visit our Web site for

- information on improving the performance of your organization
- information on eligibility requirements for the Baldrige Award
- information on applying for the Baldrige Award
- information on becoming a Baldrige Examiner
- information on the Baldrige Award recipients
- individual copies of the Criteria for Performance Excellence—Business/Nonprofit, Education, and Health Care
- information on BNQP educational materials
- case studies

Telephone: (301) 975-2036; Fax: (301) 948-3716; E-mail: nqp@nist.gov
Web site: www.baldrige.nist.gov

American Society for Quality
600 North Plankinton Avenue
P.O. Box 3005
Milwaukee, WI 53201-3005

By making quality a global priority, an organizational imperative, and a personal ethic, the American Society for Quality (ASQ) becomes the community for all who seek quality technology, concepts, or tools to improve themselves and their world. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order

- bulk copies of the Criteria
- Award recipients DVD

Telephone: (800) 248-1946; Fax: (414) 272-1734; E-mail: asq@asq.org
Web site: www.asq.org

recognition